

*Required by whom?*



### B.A.T (U.K. and Export) Limited

RESEARCH & DEVELOPMENT CENTRE  
SOUTHAMPTON ENGLAND

TO	Departmental Managers	FROM	Richard Binns
REF	RB/PMW/	DATE	25th February 1987

#### PROJECT MANAGEMENT IN BATUKE

A more thorough approach to project management is being established within BATUKE, as a result of a large business systems review which was carried out in 1985.

I would like some R&D projects to be included in the total Company package, and therefore wish to have from you a list of projects :

- (a) initiated by BATUKE
- and (b) initiated by others but implemented from within, or using the resources of BATUKE.

As a guideline you should list projects requiring greater than 20 man days effort. Please indicate the project title, brief description, estimate of effort, general comments and project leader, according to the example on the attached sheet.

Att: 1

<p>PDSG</p> <p>DEER</p> <p>+ GRANGE</p> <p>+ WORKING</p> <p>+ FELT</p> <p>- KILT</p> <p>+ LESS ?</p> <p>- KIASA ?</p> <p>- HINTO</p> <p>+ GLOBE</p>	<p>UK&amp;E</p> <p>CRJ</p> <p>SAIL</p> <p>WILE</p> <p>SHAME</p> <p>+</p> <p>+</p>	<p><i>Don</i></p> <p>RICHARD BINNS</p> <p>INDONESIA</p> <p>+ other</p> <p>BATCO</p> <p>BATIK</p>	<p>Physical Testing ?</p> <p>Henry / PP: D</p>
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DEEP?  
FLITE?  
AMMONIA?

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OPERATIONAL CONTROL WORK PLANS - 1987

PROJECT TITLE	DESCRIPTION	OVERALL EFFORT 1987 (Man-Weeks)	COMMENT	TARGET DATE	EXCO RESP.	USER GROUP CHAIRMAN
3. DISTRIBUTION RESOURCE PLANNING - PRODUCTION						
3.1 COMPUTERISED INTEGRATED MANUFACTURING (CIM) STRATEGY	Several systems and prototypes have been successfully installed in the last 4 years. It is now necessary to review the overall manufacturing/customer service requirements in the use made of these building blocks and current business objectives. A strategy for the next 3 years for CIM, from estimate, receipt of orders, through manufacturing and purchasing, to factory control of process and quality is required.	BA 10 - 30 IS 5 - 10	The study team will involve members from Production, and Marketing and Project Engineers. The Logica Report will be followed for the process control/administration system. The study may incorporate the implementation of certain "Just in Time" recommendations to improve production operations. The published strategy and actions recommended will be targeted for 3Q87.	3Q87	TPMcD	TPMcD
3.2 MATERIALS PURCHASING	Review objectives, procedures and information needs for Purchasing business. Design and develop system to help achieve objectives. To include information needs for marketing the Purchasing function to associated companies.	BA 25 - 40 IS 60 - 74	Involves a full business review, including investigation of scope for better integration of relevant systems and development of appropriate performance measures. Also consolidation of enhancements to current system. Feasibility. Business Requirements.	2Q87 3Q87	TPMcD	DCB
3.3 SOUTHAMPTON SCHEDULING/ PRODUCTION INFORMATION/ MATERIALS CONTROL	Scheduling of indents and factory resources, linking to process control projects and reporting production status to local management.	BA 22 - 25 IS 25 - 35	Develop prototype to support Hamlet team working. Develop system to integrate with other systems (computer, process control, and manual). Extend prototype to cover materials control and case labelling. Evaluate extension of system into container control. Evaluate needs for Primary Scheduling system.	1Q87 4Q87 2Q87 2Q87 3Q87	TPMcD	RSJ
3.4 PRODUCTION PLANNING	12-18 months planning of production to balance costs of production with costs of stockholding.	BA 20 - 30 IS 20 - 30	Investigate option of moving from monthly to weekly planning of manufacture (potentially reducing materials stock levels through MRP and also improving customer service).  Implement capacity planning, develop improved system interfaces, and production planning procedures, investigate scope for improved planning for longer term (possibly speculative demand).	3Q87  1Q88	TPMcD	RSJ

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